



Attachment 5

Name Sale Qualitative Study Report

Terwillegar Community Recreation Centre

City of Edmonton
Fall 2023

April 29, 2024 - Community and Public Services Committee Meeting | CS02463



PROJECT SUMMARY



Summary

From October 25th to November 1st, 2023, five focus groups were held to explore brand and value alignment between the City of Edmonton and Booster Juice for a potential sponsorship and naming agreement for the Terwillegar Recreation Centre. In addition to alignment, risks and considerations for the City, the recreation centre, and the community were explored. In total 37 Edmontonians participated, with attendees categorized as follows:

- Communities that neighbour the Terwillegar Community Recreation Centre,
- Booster Juice customers,
- Spontaneous users of the recreation centre,
- City of Edmonton facility members who frequented the recreation center, and
- Members of the general public.

Overall, attendees were supportive of the idea of a naming and sponsorship partnership agreement for the City's Terwillegar Community Recreation Centre with Booster Juice. Attendees felt this would be a low-risk and logical partnership. Booster Juice was mentioned in every focus group during the unaided discussion to generate ideas about what companies the City could consider partnering with. Participants shared:

- The partnership has the potential to elevate both brands.
- They appreciated the local connection that Boost Juice has to Alberta and the Edmonton area; and
- They agreed there is alignment between the brand ideals of Booster Juice and the City.

Summary

Some participants were surprised to learn that the Booster Juice organization was substantial enough to enter into a naming and sponsorship agreement with the City which in turn made them question if the City was receiving the appropriate value for the sponsorship. Some concerns were expressed about the impact of losing the location reference in the name of the recreation centre and how a new name containing the brand name might be interpreted.

Attendees had many suggestions for types, breadth, and depth of information to be shared with all Edmontonians about the agreement in order for Edmontonians to feel positively about the naming and sponsorship agreement, including:

- High level of transparency around the financial impacts and the length of the agreement,
- Clarity on what changes can be expected as a result of the partnership,
- Make sure there are no hidden controversies and/or a clear exit clause for the City (Morality Clause), and
- Transparency about the full benefits for Booster Juice resulting from this partnership.

INTRODUCTION & METHODOLOGY



Introduction

The power of a name cannot be underestimated. A name can tie people together or split them apart. People derive a sense of place and belonging from names, especially the names of municipally owned public facilities, such as a recreation centre. Additionally, naming rights of a prominent community facility is a proven way for local businesses to elevate their visibility in a very positive way. While selling naming rights for recreation centres is not completely new to the City of Edmonton, it remains a creative solution for income generation, provided the branding of the sponsor and the City is in alignment.

City Council approved recommendations that allowed for the Administration to seek facility naming sponsors for the Terwillegar Community Recreation Centre. Before the City can move forward with a new name for the Terwillegar Community Recreation Centre, it is important that the name meets naming policy and Council requirements while also aligning with the City's established brand image, reputation, and public opinion.

Y Station, on behalf of the City of Edmonton, sought to understand and ensure the Terwillegar Community Recreation Centre's potential sponsor's brand is aligned with the City's brand, via a brief survey and five focus groups. Y Station explored any risks associated with the potential sponsor's brand as well as mitigation strategies and tactics to address possible misalignment.

Methods

Focus group participants were recruited through a brief survey with Y Station's panel and through facilities membership lists. The final recruit total was 37 attendees. In total 17 men and 20 women attended the sessions. The age range of attendees fell between 22 and 74 years of age with the average being 46 years old. In terms of attendee's overall attributes:

- 17 attendees had facility memberships and 12 of those were regular Terwillegar Community Recreation Centre users.
- 16 attendees were spontaneous Terwillegar Community Recreation Centre users.
- In terms of location of residence, using Forward Sorting Areas (FSAs), 18 attendees lived in the areas surrounding Terwillegar Community Recreation Centre.
- Regarding Booster Juice customers, 20 attendees indicated having purchased from Booster Juice in the past 12 months, and,
- Nine attendees fit in the general population category.

Full details of the methods used to recruit participants, targets, and the survey results can be found in Appendix 1: Method and Appendix 2: Survey Results

The following slides provide a summary of the opinions expressed by participants in the focus groups. These discussions were exploratory and flexible as such should not be used to make generalizations. The discussions instead provide insights and understandings about brand alignment and what the City could consider about the naming and sponsorship partnership with Booster Juice.

Recreation Centre's Image, Sponsorship Values and Attributes

Conversations began with discussion about the City recreation centres in general, what it means to be an Edmontonian, values for sponsorship and brands that align with the City.

IMAGE

The focus group attendees were asked ‘what is the first thing, idea or image that comes to mind when you think of the City of Edmonton recreation facilities?’ A range of concepts were raised from a sense of community associated with the centres to programs and amenities available:

- Community - a gathering hub that is open to all,
- Diversity in programs and who accesses the Centres,
- The building - clean and busy parking lots,
- Programs, which can be difficult to register for,
- Busy centres, with long lineups,
- Swimming lessons and pools,
- Gym facilities, and
- Soccer fields, arenas, and tennis courts.

“A go-to place – I appreciate that they exist for all shapes and sizes and communities can come to.”

“Cheerful friendly staff, clean and bright; I can do as little or as much as I like.”

Recreation Centre's Image, Sponsorship Values and Attributes

WHAT IT MEANS TO BE AN EDMONTONIAN

Next, attendees were asked to comment on what it means to them to be an Edmontonian. Similar to the previous question, attendees focused most on the concept of community. Additional themes included:

- Edmonton is a winter city, we are active year-round,
- Home,
- Great sense of community, a big family,
- Volunteerism, Edmontonians are willing to help,
- Festivals,
- The river valley and it's fantastic urban trail system, and
- Active, friendly, diverse, and inclusive.

“Big small city or a small, big city – community is really easy here and you can find your people here.”

“There is something special in Edmonton, we are friendly, we value diversity, we are friendly and thoughtful in this city.”

“All year active city – indoors and outdoors.”

Recreation Centre's Image, Sponsorship Values and Attributes

CITY AIMS

As the conversation progressed it was turned to what the City aims to be and if those concepts resonated with attendees. All attendees felt the concepts of an inclusive, citizen-centric, friendly, and healthy city resonated with them and reflected what Edmonton is. Some participants felt there is work still to be done to achieve these aims.

❖ *“I like that it is aspirational, we haven’t achieved them, but I like that we are striving for it.”*

The concept of Edmonton being a winter city was also raised - that Edmontonians are resilient for embracing what others would think is a challenge, the cold.

Interestingly, it was noted by participants that the word affordable was not in the list. Some of the participants noted how Edmonton community leagues help with affordability and access to recreation centres.

Recreation Centre's Image, Sponsorship Values and Attributes

Values/Attributes for a Sponsorship Organization

A list of six values or attributes the City should prioritize in an organization being considered for sponsorship and naming of the Terwillegar Community Recreation Centre was read to each focus group and respondents were asked to indicate their level of agreement with each statement. Across all groups, participants had higher agreement with:

- Organizations with a local presence,
- Organizations that promote active lifestyles,
- Organizations that promote community building, and
- Organizations that invest in the Edmonton economy.

Across all groups, participants expressed lower agreement with organizations with a national or international presence.

Additional themes raised on this topic were:

- The values of a company should be the same as the City's.
- Local companies and Canadian companies are good but an Edmonton one would be better and has ties to health.
- Stay away from people's names; keep it to the company names.

Participants were then asked to list brands they could think of that aligned with the City on an unaided basis. In every focus group, Booster Juice was mentioned. Other companies mentioned were:

- PCL
- Oil & Construction companies
- Telus
- Running room
- Canadian Tire
- Tim Hortons
- Alberta Motor Association
- Edmonton Oilers
- Flaman Fitness
- Italian Centre Shop
- LuluLemon
- ATCO
- Rogers

BOOSTER JUICE



Booster Juice

Booster Juice was revealed as the company/brand that was under consideration for naming and sponsorship of the Terwillegar Community Recreation Centre. The conversation then turned to discussing Booster Juice specifically, exploring unaided awareness and then providing attendees with information about Booster Juice and exploring their reactions to the information.

UNAIDED AWARENESS INSIGHTS

Most attendees seemed to be aware there is a local connection between Booster Juice and Edmonton. In almost every group there was at least one person who knew the company started in the Edmonton area. Other thoughts they shared about the brand were:

- Healthy with lots of variety
- Locations
- A treat
- My kid really enjoys them
- High sugar beverages - not a fully healthy lifestyle beverage
- Great success story, big success story across the country
- Better fit for Terwillegar Community Recreation Centre than Dairy Queen
- Symbolizes many principles of a healthy lifestyle and their values
- Expensive.

“They are a treat, expensive. Are they healthy? Seems to have lots of sugar.”

“They haven’t really compromised from where they started from even though they are very successful.”

“Seems like the next logical step for them, this gets their name out there and builds their brands.”

During this part of the conversation in every group, there was at least one attendee who was surprised to learn that the Booster Juice organization was ‘big’ enough to sponsor a City recreation centre.

“Are they big enough to sponsor?”

“Do they have deep enough pockets; can they afford this?”

Booster Juice

AIDED AWARENESS INSIGHTS

After collecting unaided first impressions, Y Station shared Booster Juice brand messaging and some company history. Nearly all attendees indicated they liked and felt positively towards Booster Juice after learning more about the brand. A small number of attendees were aware of some of Booster Juice's charitable partnerships, its local beginnings and the brand's international presence.

"Pride in the fact that there is a local start to the company."

"I think it's fantastic that this is being considered."

Yet several attendees indicated the brand information surprised them. Many were surprised by:

- The local connections,
- How big the brand and company is,
- The size of Booster Juice, and
- The charity work/affiliations.

There were a few attendees who indicated that Booster Juice seemed like a more appropriate choice than some other brands.

"You do have to be careful with who you are aligning with. DQ seemed contradictory to the vision of a rec centre."

BRAND ALIGNMENT

PARTNERSHIP AND BRAND/VALUE ALIGNMENT



Partnership and Brand/Value Alignment

At the outset it was confirmed with attendees that the City has indeed started discussions with Booster Juice to begin a partnership with regards to the renaming of the Terwillegar Community Recreation Centre. Nearly all agreed this is a good partnership and there is brand and value alignment. The alignment generally extended to concepts of providing value and being adaptive, active, and healthy.

“They both want to provide value to people even if they don’t hit the mark. They both want to give back.”

“...both organizations are trying new things and share the common philosophy of health.”

“On the healthy side of things, they seem linked.”

“They even showed some innovative approaches to problem-solving through the change away from Styrofoam cups. And that aligns with Edmonton.”

“No big risk.”



“I think it is a good fit. They do a lot for the community and if they are coming up with money and supporting the community then I am happier with that.”

“Very non-controversial, no one gets upset with all the Servus Centers because they are local.”

“This isn’t a problematic connection. Meets the values I associate with recreation centres.”

“It does somewhat promote a healthier lifestyle and ties into the values of an active healthy city.”

It was noted by many attendees that naming sponsorship could have a positive impact for both Booster Juice and the City as it has the potential to elevate both brands with the public.

Partnership and Brand/Value Alignment

Some reservations were expressed, particularly around the City receiving the right dollar value for the sponsorship opportunity, concerns about what the name will actually be and how that can be interpreted, and how the City might be perceived as promoting or allowing access to one company over others.

“I do see the fit. They would name an arena in a centre. Are we valuing the naming right high enough?”

“Maybe the owner’s name and not the company name?”

“The BJ Centre, that joke will come up, especially with how close it is to a high school.”



“Might look like the city is promoting Booster juice that could be an issue.”

“Community means diversity, so I want to make sure there are a variety of options for food/beverage choices. Will the Second cup and milk vending machines stay?”

“Is there a Jared from Subway in the closet?”

Partnership and Brand/Value Alignment

Somewhat stronger reservations were expressed by those with more of a personal connection to the Terwillegar Community Recreation Centre, specifically regular users with and without facilities memberships. They discussed:

- Possible names and associations,
- Challenges newcomers to Edmonton might face with non-place-based naming of the facility,
- The importance of keeping some aspect of the place name in the new name, and
- How the City might be perceived by having to enter into partnerships.



“Just the name, has other connotations? Gonna get a boost (drugs, alcohol); Name it after the actual founder.”

“Makes me think of weightlifters; it would make me feel not a part of that community and I would not be comfortable going there – I agree maybe it should be the owner’s name.”

“If I was a newcomer to the City, I think that name isn’t going to help people get there. It doesn’t resonate with me from the community perspective.”

“Agree with having the centre named after the location where it is. The foremost name of the centre should be the location and other parts can be renamed.”

“Could look bad – like the city is this broke they need to sell names.”

BRAND ALIGNMENT

COMMUNICATION - WHAT ATTENDEES WANT TO KNOW



Communication – What Attendees Want to Know

In all five groups ideas were generated about what is most important for Edmontonians to know about the partnership.

- The possible name, attendees really wanted to know what the potential name would be, and they also speculated on what the name variations might include:
 - When deciding the name, it is important to consider how the name could be shortened and what else that might mean, for example the Booster Juice Centre could become the “BJ Centre”.
 - Several attendees suggested instead of using the corporation’s name, use the name of the Booster Juice founder.
 - Conversely some attendees felt it is best to avoid a person’s name in case something is revealed about the person that has negative connotations.
 - Many attendees felt the place or community name should still stay in the recreation centre’s new name.
 - It was also noted that rebranding may take a very long time as people can be very attached to name and continue to use the name, they are familiar with even after the change.

“Rebranding will be the biggest challenge. Takes a long time to get people to change the name they use.”

“What does this mean for people in the area if the Terwillegar name is dropped from the building and taken by a corporate structure?”

“BJRC...will always make me laugh.”

“I know people that won’t use corporate names...the history of the place, the name too over time, and that is the important connection of belonging. Having community identity preserved is very important to me.”

Communication – What Attendees Want to Know

Attendees suggested that a high level of transparency is needed for them to feel good about the partnership, particularly around the financial impacts:

- How much money will the City make?
- Where will the money be used?
- Will the recreation centre fees change?

“I appreciate this as a taxpayer. There needs to be transparency in the process and communication.”

“Is the sponsorship money only used for Terwillegar? Or will this sponsorship benefit other centres? Other citizens that have higher needs than those in the Terwillegar area.”

Other information attendees feel would be important to share ranged from specifics of the decision-making process to if there is an exit clause - as such, questions raised included:

- How was the decision to partner with Booster Juice made?
- What is expected to change at the recreation centre (for example, will other vendors still be allowed in recreation centres or will fees change)?
- Are there any hidden skeletons related to Booster Juice?
- How long will the agreement last?
- Is there an exit clause if negative issues are raised in the future?
- What are the benefits to Booster Juice?

“Transparency of process. How a company was selected, what does Booster Juice get out of this, what happens with the money that is made.”

“Show value is key, especially with taxpayers' dollars in these buildings.”

Communication – What Attendees Want to Know

Several attendees want to know if sponsorships and name changes can be expected at other facilities in the future.

The general population group spoke in greater length and detail about what needs to be shared with Edmontonians and indicated a key piece of information to share is demonstrating that the City is getting the best possible value.

“Give us the complete picture of this decision; the thought that comes to mind is how much money did the politicians make off this deal.”

“There must be severe financial hardship in the rec center division that they have to do this. I don’t want the rec centres to change. The city needs to keep a firm grasp on this.”

“On paper the values align well. I want to know my tax dollars are being used well. And the city is getting the best value.”

BRAND ALIGNMENT

IMPACTS



User Impacts



Overall, attendees, including those who frequent the Terwillegar Community Recreation Centre, those with facilities memberships and without, did not feel that a name change would impact their use of the recreation centre.

“My feeling is that it doesn’t matter what it is called. I am there for the activity or the community.”

A few attendees did indicate that there is some potential for impact on their use, in both negative and positive ways.

“The details of the agreement will impact my feelings and change my use.”

“...it’s a lifestyle choice and if my kids might get more excited about it going to the recreation centre, if that pulls my kid in to do a workout – that is good.”

Community Impacts and Responsibilities

Attendees, including those who live near the Terwillegar Community Recreation Centre, felt the name change would have little to no impact on the community. A few concerns were raised about what the City will be perceived to be promoting and what the outside of the building will change to:

“I worry that the City is perceived as promoting an expensive juice purchase.”

“Promotion outside of the building should be subtle – not glaring in our face.”

As the conversation turned to discussing expectations people might have of Booster Juice as the naming sponsor of a community recreation centre a lot of hopes, expectations and creative ideas were expressed. Including the suggestion that sponsorship positively impacts the Edmonton Federation of Community Leagues.

“I hope this has positive impacts for the overall community. Community leagues are active in recreation centres; maybe the sponsorship would trickle to those other areas.”

“I would expect them to be more involved and take care of the community more.”

Community Impacts and Responsibilities

Ideas noted for Booster Juice to consider that will demonstrate additional support to the community include or sponsorship activation:

- Support various community kids' sports (e.g., hockey, etc.).
- Sponsor some hockey games featured at the facility.
- Sponsor sporting events, in general.
- Create health and nutrition content/campaigns or programming for local schools.
- Share some health or nutrition materials or recipes.
- Some sort of tie-in for at-risk people to have fewer barriers to accessing recreation centres.

❖ ***“If they get the naming rights, it has to be a two-way straight, they need to be transparent about what they are giving back and giving back to the little guy.***

❖ ***Part of the sponsorship would be to create a program that allows more people with challenges to have access.***

KEY TAKEAWAYS

INSIGHTS AND LESSONS LEARNED



Key Takeaway Insights and Lessons Learned

The sponsorship and naming focus group attendees provided rich insights and lessons about the importance of a name, particularly the name of a community recreation centre. In terms of the City's and Booster Juice's brand:

- There is brand alignment between the City's aspirations and Booster Juice.
- The partnership is considered low risk.
- The local connection the brand has to the City is important.
- The name of the recreation centre might consider keeping some reference to the community in which it is located, if possible.

As the City of Edmonton moves forward with this agreement they need to:

- Ensure the new name and its shortened version will be palatable to the general population.
- Provide a high level of transparency of the agreement with regards to:
 - Demonstrate value for dollar,
 - How much money is involved,
 - Length of time, and
 - What changes, if any, will occur at recreation centres.

APPENDICES

Appendix 1 - Methods

The survey was conducted with Y Station's online panel from September 29th to October 10th, 2023. The survey asked respondents key pre-screening questions for participation in the focus groups as well as key brand attribute and purchasing questions. In total 283 Edmontonians completed the survey. A brief summary of the survey results is included in Appendix 1: Survey Results.

Final focus group recruitment was completed between October 12th to 27th, 2023. Survey respondents who indicated an interest in attending a focus group were sent a final recruitment survey with focus group date options. Additionally, the City of Edmonton also sent a recruitment email to 300 facility members who frequent the Terwillegar Community Recreation Centre. Focus groups were held in the evenings on October 25th, 26th and November 1st, 2023.

The final recruit total was 37 attendees. In total 17 men and 20 women attended the sessions. The age range of attendees fell between 22 and 74 years of age with the average being 46 years old.

In terms of income:

- One attendee selected under \$30,000,
- Five attendees selected \$30,000 to \$59,999,
- Eight attendees selected \$60,000 to \$99,999,
- Nine attendees selected \$100,000 to 149,999,
- Five attendees selected \$150,000 or greater, and
- Eight attendees selected 'prefer not to say'.

In terms of attendees' overall attributes:

- 17 attendees had facility memberships and 12 of those were regular Terwillegar Community Recreation Centre users.
- 16 attendees were spontaneous Terwillegar Community Recreation Centre users.

- In terms of location of residence, using Forward Sorting Areas (FSAs), 18 attendees lived in the areas surrounding Terwillegar Community Recreation Centre.
- Regarding Booster Juice customers, 20 attendees indicated having purchased from Booster Juice in the past 12 months, and
- Nine attendees fit in the general population category.

Key focus group attributes by attendee gender are noted in the table below.

Gender	Total	Facilities Membership	Spontaneous User	Lives in South Central	Booster Juice Customer	General Population
Man	17	7	8	7	10	4
Woman	20	11	8	11	10	5
Total	37	17	16	18	20	9

The sections below provide a summary of the opinions expressed by participants in the focus groups. These discussions were exploratory and flexible as such should not be used to make generalizations. The discussions instead provide insights and understandings about brand alignment and what the City could consider about the naming and sponsorship partnership with Booster Juice.

Appendix 2 - Survey Results

A naming survey was sent to Y Station panel members, to get a preliminary understanding of Edmontonians thoughts on naming and to pre-recruit potential focus group participants. The survey was live from September 29th to October 10th, 2023.

In total 283 Edmontonians responded, with 58% indicating they were women, 41% indicating they were men, and 1% indicating they would prefer not to say. In terms of age distribution, 10% were 18 to 34 years old, 45% were 35 to 54 years old, and 45% were 55+ years old. Regarding income, 12% selected prefer not to say, 50% of respondents selected between \$100,000 to \$149,000 and over \$150,000, and 7% selected less than \$30,000.

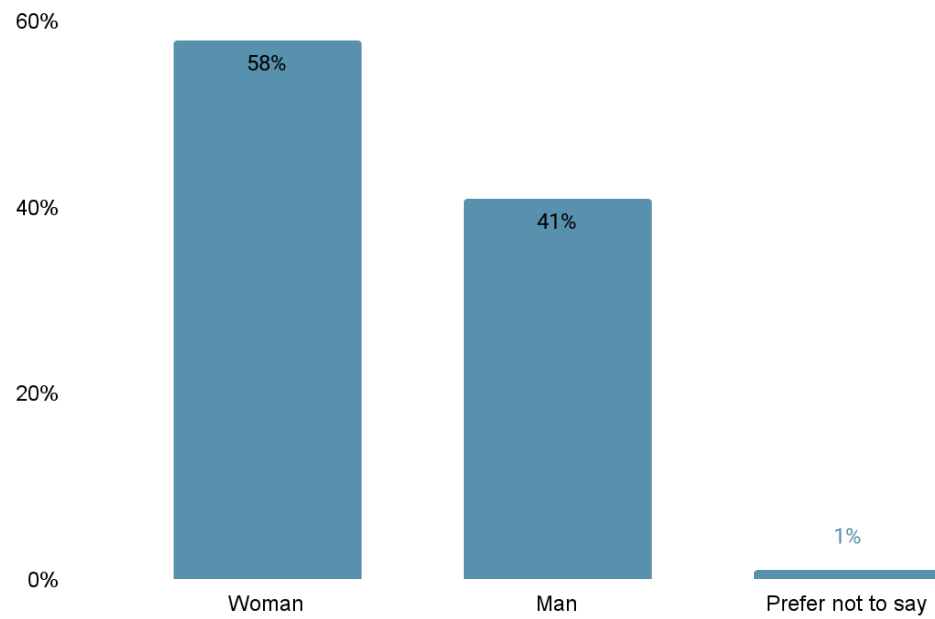
Regarding City of Edmonton Community Recreation facility use, only 30% of respondents indicated they had not used a City facility in the past 3 years and 32% indicated they have used Terwillegar Community Recreation Centre in the past 3 years. Of those who had used a City recreation centre in the past 3 years, 23% have a current facilities membership. In terms of frequency of visits, 40% of respondents visit a City recreation facility less than once per month.

For brand attributes to be considered for sponsorship and facility naming, 76% of respondents indicated the highest importance that organizations invest in the Edmonton economy. Organizations with a national or international presence received the least amount of endorsement for consideration, only 15% of respondents felt it was an important attribute to consider for sponsorship and facility naming.

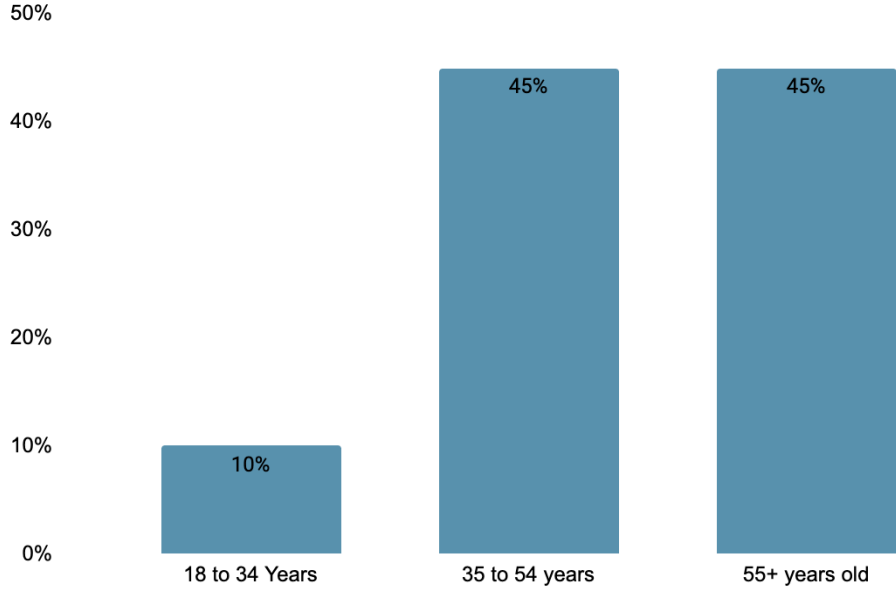
Lastly, respondents were asked to indicate what business they have purchased from at a recreation centre or from a separate location and 52% indicated having purchased from Booster Juice.

Who Responded

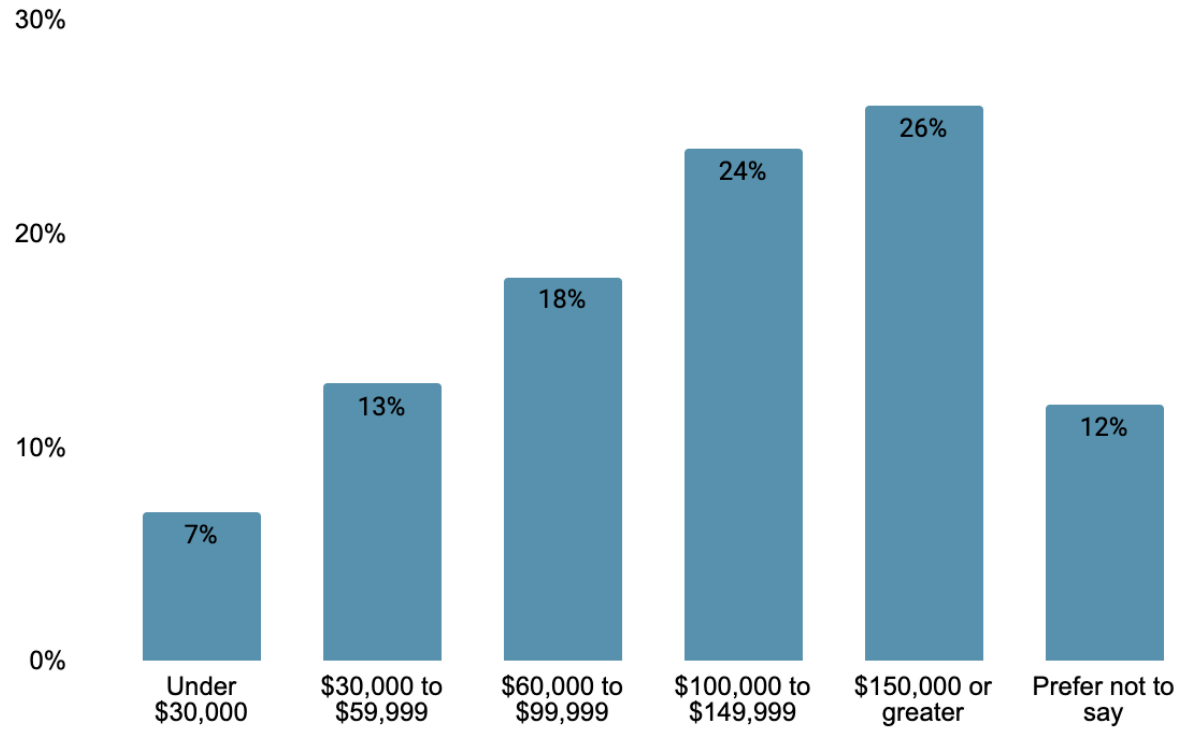
What gender do you identify as? (n=283)



Age ranges (n=283)

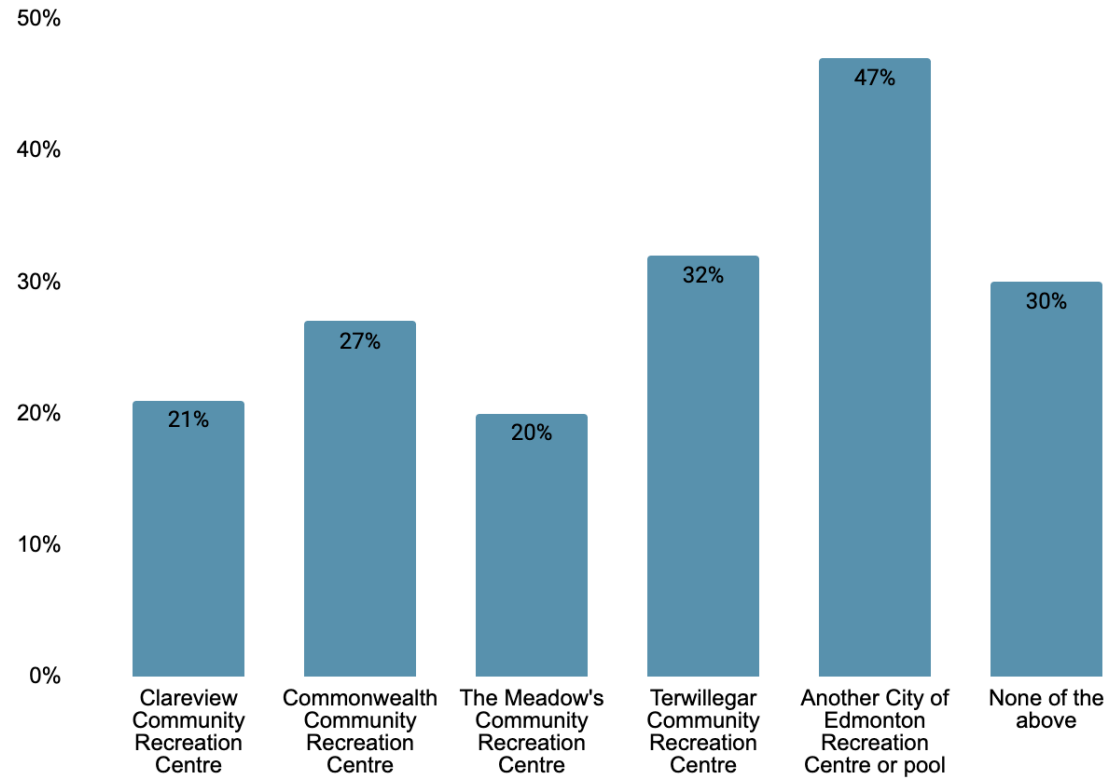


Which category best describes your household's income last year before taxes? (n=283)

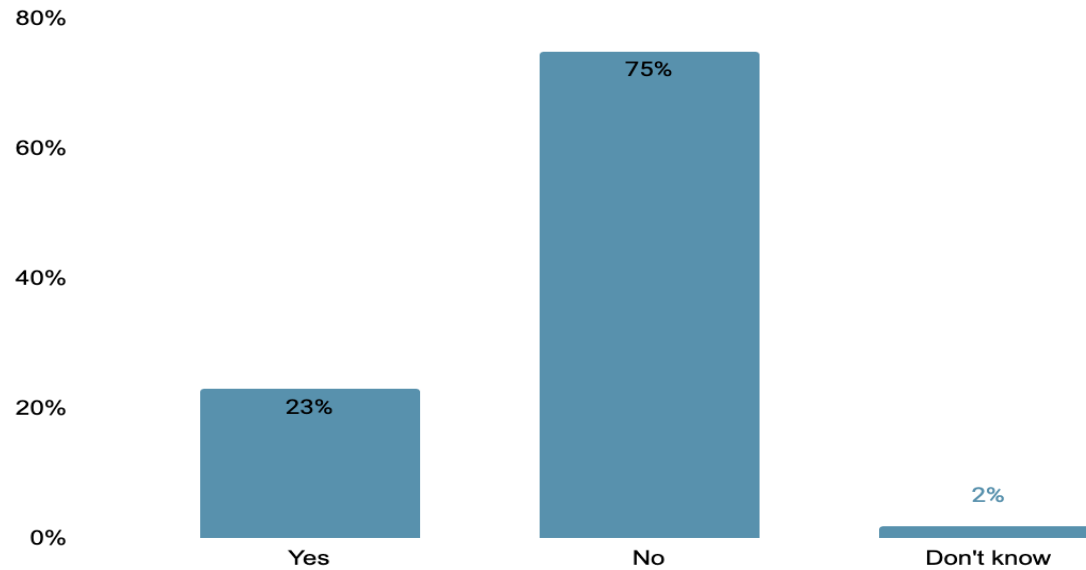


Recreation Facility Use

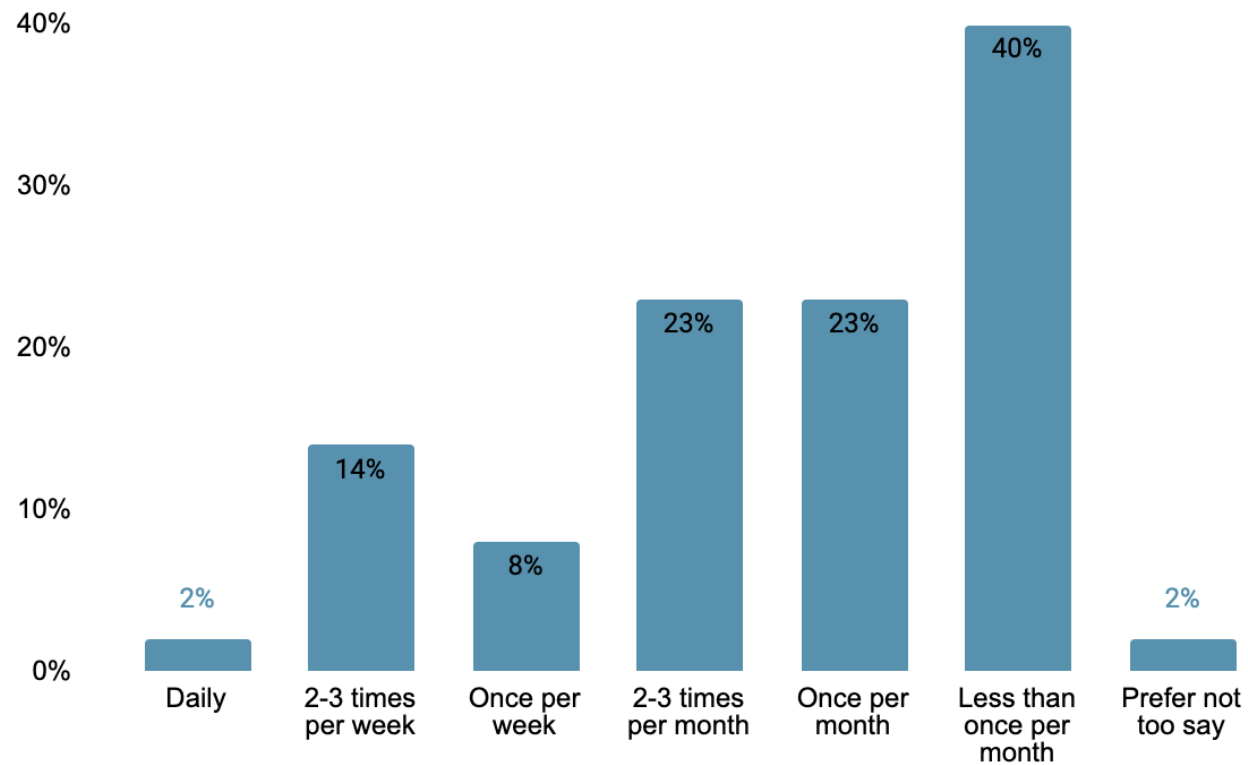
Which City of Edmonton Community Recreation facilities have you used in the past 3 years? (n=283)



Are you currently a City of Edmonton Recreation Facility member? (base: respondents that have used a City of Edmonton Community Recreation facility in the past 3 years) (n=198)

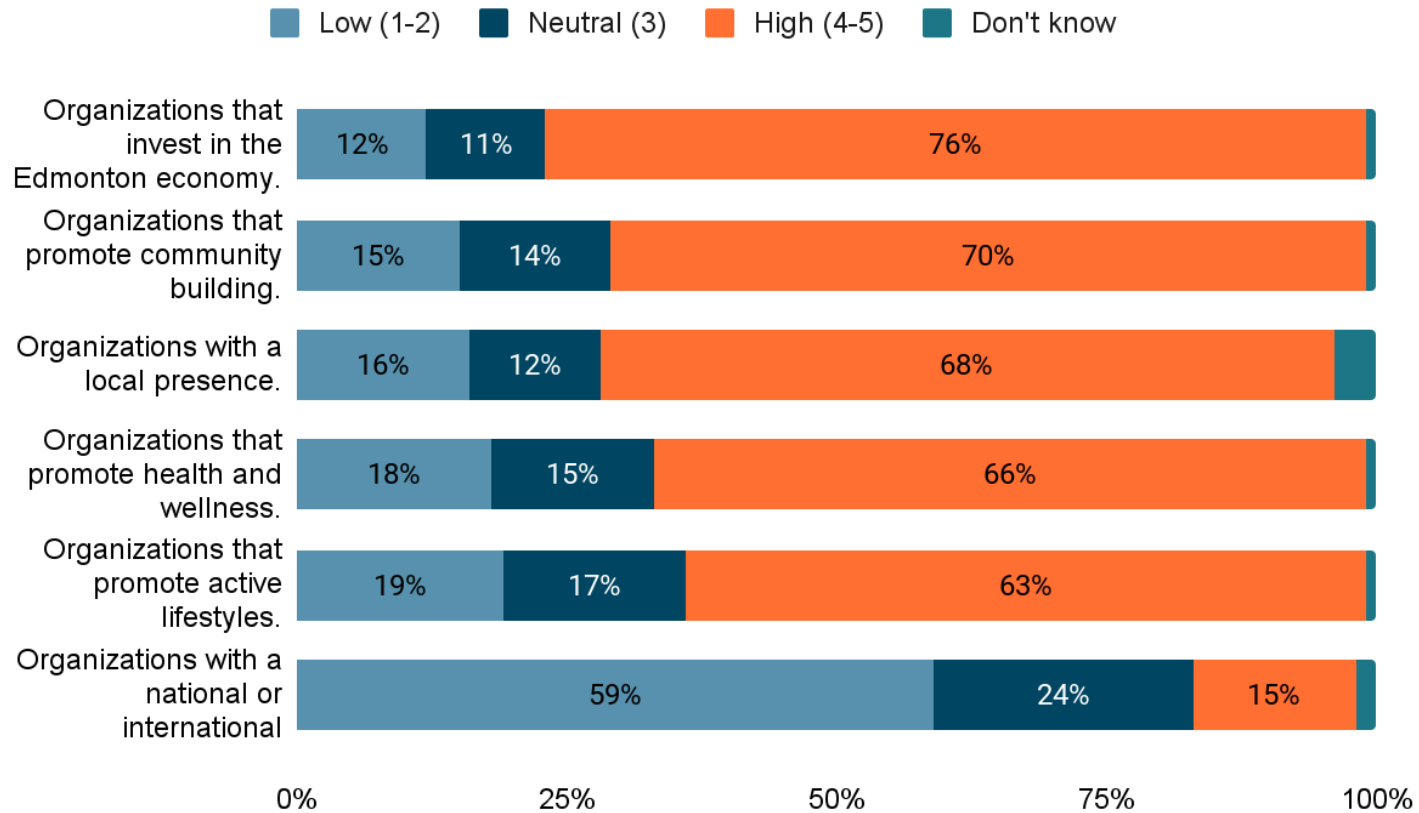


Within the past 12-months on average, how often do you visit a City of Edmonton Recreation facility? (base: respondents that have used a City of Edmonton Community Recreation facility in the past 3 years) (n=198)



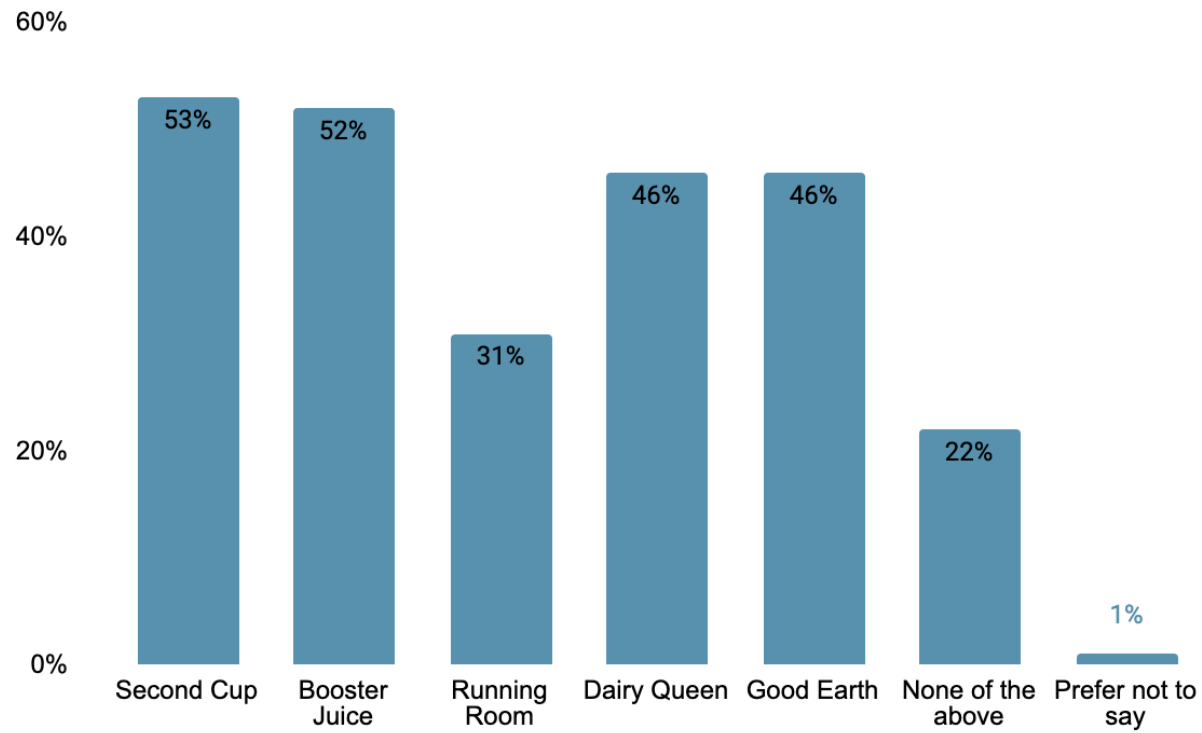
Brand Attributes

Now thinking broadly about sponsorship and facility naming for the City of Edmonton, how important is each of the following to you:
(n=283)



Brand Purchasing

Please select the business you have purchased from either at a recreation centre or from a separate location. (n=283)





THANK YOU

